United States Joint Forces Command Joint Experimentation Directorate Joint Futures Lab

Collaborative Environment DOTMLPF Recommendations*

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Why focus on collaborative tools and environment?

Of the four operational concepts listed in Joint Vision 2020 (JV 2020), three use a collaborative environment to meet increased operational tempo and collaborative planning requirements.

✓ Dominant Maneuver: An operational concept whose basic tenet is the "ability of joint forces to gain positional advantage with decisive speed and overwhelming operational tempo in achievement of assigned military tasks." Dynamic planning methods used within a collaborative environment will shift today's sequential planning steps into a highly responsive, agile, parallel planning process.

✓ Precision Engagement: An operational concept that requires an overwhelming operational tempo and stresses the importance of "incorporating multinational and interagency partners where applicable." In a collaborative environment, warfighting staffs are globally linked to national and international support networks of subject-matter experts who provide precise support. Planning and execution actions become continuous, integrated, and dynamic. This improves and shortens the command-and-decision loop and achieves Precision Engagement.

✓ Focused Logistics: An operational concept whose goal is to provide the right personnel, equipment, and supplies across the full range of military operations by "linking the operator and logistician across Services and support agencies." In a collaborative environment, all participants involved will use a standard set of planning tools to enable timely logistical support.

What are we trying to do?

The Joint Interactive Planning concept (JIP) envisions the Commander in Chiefs (CINCs) and joint force staffs utilizing advanced, automated planning and decision-support tools in a collaborative environment. The joint force commander's

Fact File

What is the basis for the Joint Interactive Planning concept's DOTMLPF recommendations?

- USJFCOM J9 JIP baseline collective assessment
- Recent real-world operational after-action reviews
- Service experimental results
- Demonstrations
- Joint C4ISR Battle Center (JBC) Collaborative Tools Study
- Assistant Secretary of Defense for Command, Control, Communications, and Intelligence
- Joint staff-sponsored Collaborative Tool Tiger Team initiative

USJFCOM J9 experimentation concepts:

Rapid Decisive Operations

Precision Engagement

* **DOTMLPF**: Doctrine, Organization Training, Materiel, Leadership, Personnel

Fact sheet continued: Collaborative Environment DOTMLPF Recommendations

Planning and execution steps will be continuous and simultaneous. Because the two steps will mutually support each other, we will shorten the command-and-control (C2) loop. In addition, the joint force will integrate fully with allies and other partners across the full range of military operations.

We are working to create a collaborative environment for future operations that will meet the operational need to routinely make and execute decisions faster than the adversary. We believe changing our planning and execution from a step-by-step process to a parallel process will let us operate inside the adversary's decision cycle. Collaborative parallel planning vice step-by-step planning and execution has three major advantages: Improved joint C2, faster decision cycle times, and improved unity of effort.

To create a joint collaborative environment we must change:

Doctrine. We will develop doctrine to address the collaborative process. Develop a security management system codified through joint tactics, techniques, procedures (TTP) to address the balance between collaboration and security concerns. At a minimum, it must address essential collaboration issues between the intelligence and non-DOD communities.

Organization. We will continue to experiment with distributed Joint Task Force (JTF) headquarters and expand that level of experimentation to include component, multinational, and interagency links. We will know more as experimentation continues.

Training. We will establish a program to train users and to provide "hands-on" experience with fielded collaborative suites. The intent is to provide users with familiarity and functionality of basic tools and to enable users to develop ever-improved applications for their individual tasks and organizational needs.

Materiel. We will expedite new technologies and Program Objective Memorandum (POM) initiatives to rapidly attain a collaborative environment. The Joint Warfighting Capabilities Assessment teams (JWCA), with USJFCOM assistance, should draft a CJCS request for programmatic changes. DOD's collaborative planning tool should use minimum bandwidth and meet functional requirements such as shared applications, encryption, virtual workspace, video and audio conferencing, whiteboard, and text chat at a minimum. Implementation of materiel solutions, must be carefully synchronized with other aspects of DOTMLPF.

Leadership. We will establish a program to prepare joint warfighting leaders; to provide leaders with an understanding of collaborative tools; and to enable leaders to operate comfortably in a collaborative environment vice a hierarchical environment. In order to prepare both the deployed and future joint leaders, this training must be accomplished both in the field and at Service Staff College and Service schools.

Personnel. We will realign and integrate skill sets and duties into personnel development systems to provide long-term sustainability. Service schools and